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6 APR 1961

MEMORANDUM FOR: Chief, Operations School

SUBJECT: Redesignation of Overseas Training Staff

REFERENCE: Memorandum from DDCI for DD/S, DD/P,  
DD/I and IG, dated 25 March 1961, subject:  
"Inspector General's Survey of the CIA Training  
Program"

1. In his Recommendation #4 of the survey of training, the IG recommends that "DTR redesignate his Overseas Training Staff to better reflect its expanding function as a clearing house for training doctrine; that its role as a depository and editorial and coordination staff be negotiated with the Directorates and publicized, including preparation and dissemination of bibliographies under the various security limitations that may apply."
2. Per his memorandum of 25 March, the DDCI has approved this recommendation "with action to DTR in close coordination with DD/P on defining functions and increasing effectiveness."
3. For your information and reference, DTR and DD/S 18 November 1960 comment on this recommendation was as follows: "I recommend that the Overseas Training Branch be redesignated as the Operations Training Support Branch with a primary responsibility for training support and guidance to overseas operational training activities including the [REDACTED] Station, and a secondary function for provision of specialized training materials support to other Operations School branches [REDACTED]. It is agreed that we must ensure appropriate awareness in the Clandestine Services of the existence of useful training materials, but it would be well not to overstate the present capabilities of this Branch. The Branch is functioning very effectively and producing at top capacity. Only by enlarging its T/O and by assigning additional, qualified personnel capable of a

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high standard of individual work can its functions and scope be expanded. At the same time actions have been and are being taken to ensure that operating branches of the Clandestine Services are fully cognizant of the nature and scope of services available."

4. So much for background. Some of the indicated DTR actions which have been or are being carried out are as follows.

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a. The draft revision of [REDACTED] now being coordinated is a step in the direction of defining and publicizing a part of Overseas Training's responsibilities and a part of its working relationship with the Clandestine Services.

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b. Another part of this relationship is covered by the memorandum of agreement between the FE Division and OTR concerning the administration and support of the [REDACTED] Training Station. Overseas Training's specific responsibilities in this regard are cited briefly in OTR Regulation No. 25-9, but could be more adequately covered in a supplementary memorandum of understanding between FE and OTR. (A preliminary draft of such a memorandum was prepared by PPS for Overseas Training.)

c. Two recent issues of the OTR Bulletin have carried articles in the Clandestine Services Edition which further publicize Overseas Training activities, and the Branch already has received "feedback" on the first of these.

5. Going beyond this, it seems to PPS that our problem is to confirm or reaffirm existing functions and responsibilities, to exploit certain additional potential capabilities, and at the same time not to exceed the practical and practicable limits of this Branch's capabilities, keeping in mind the needs and capabilities of other parts of OTR.

6. We feel that Overseas Training's primary role must continue to be to provide support to operations and operations training. On the other hand, it should not be and in fact is not limited to support of overseas operations and operations training. Next, while it supports domestic and overseas operations and operational training, the materials and kinds of instruction provided are not limited to strictly operational

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subject matter. Therefore, emphasis must be on a very wide access to materials, rather than on expanding its responsibilities to support training activities not connected with operations. Finally, the branch must continue its [redacted] and TDY-instructor functions.

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7. We do not think of the Overseas Training Branch or staff as being a primary source of doctrine. Operational and training doctrine come from the line trainers and from field operations--hopefully via the DD/P special staffs and from other elements having similar staff/R&D functions, such as IO, SR, [redacted] TSD, etc. Rather, Overseas Training is a collector and disseminator of "training doctrine" in the form best suited to the operational/training needs of the consumer. It is a producer in terms of researching and collating doctrine in new usable forms (manuals, guides, bibliographies, lesson plans, etc.) and of revising existing materials for new uses.

8. We suggest, therefore, that

a. This staff be retained as a major staff function of the Operations School;

b. It be redesignated as the Special Training Assistance staff, recognizing its broad scope of services and support but neither committing or confining itself to a particular type or scope of service;

c. These service functions might include, for example:

(1) Requirements--receipt and analysis of requests for training support, recommendation for action...

(2) Materials--research, collection, analysis, classification, clearance, storage, dissemination, distribution...

(3) Production--research, collation, writing, revising, editing, arranging reproduction, proof-reading, coordination of materials...

(4) Special Activities--agreed responsibilities for [redacted] Station, provision of TDY instructors...

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(5) Liaison--liaison with "producers" and "consumers" of training materials, doctrine, and training assistance.

9. The foregoing takes cognizance of the related responsibilities or capabilities of

a. OTR Records Officer

b. Plans and Policy Staff--coordination, review of OTR publications per OTR Reg 25-2

c. Registrar

d. IS, LAS, etc. as "producers" of written material, etc.

10. We hope that CO/OS/TR may find these ideas of some use in redefining that staff's functions and responsibilities.



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Chief, Plans and Policy Staff

cc: CO/OS/TR  
DDTR  
PO/TR

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